

# KDP Utilities Partnership

Underwritten by the Pennsylvania Department of Labor and Industry

## A Joint Labor / Management Partnership in Pennsylvania's Vital Public Utilities Sector

Formed in 2006, the KDP Utilities Partnership is a statewide consortium focused on the design and development of skill-building and career ladder programs for incumbent workers, providing foundation skills for entry level employees and broadening the pipeline for the recruitment of new hires.

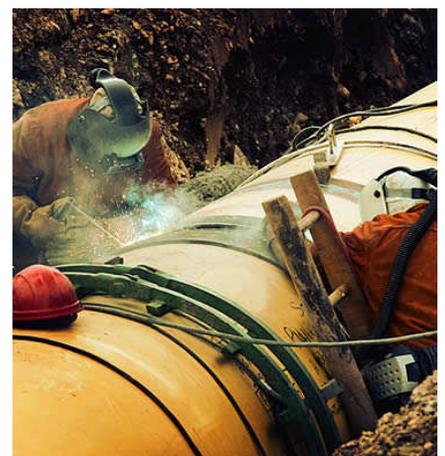
Participating companies and unions in the state's electric, gas and water utilities govern the partnership through Labor / Management Training Committees that promote both lower training costs and future sustainability.

The **Keystone Development Partnership (KDP)** coordinates this utilities training initiative with the Pennsylvania Public Utilities Commission and the Energy Association of Pennsylvania. These same cooperative efforts further advance the level of employer commitment needed to meet future workforce challenges. In line with its direct affiliation with the **Pennsylvania AFL-CIO**, KDP is positioned to assist in the partnering of the state's largest utility companies with their associated unions.

As of June 2009, a total of 13 companies, including PPL, Duquesne Light Energy, Pennsylvania American Water, Sunbury Generation, UGI Gas and RRI Energy have partnered with over 20 local unions. Included among these are the International Brotherhood of Electrical Workers (IBEW) and the Utility Workers Union of America (UWUA).

To date, nearly 1,000 utility employees have upgraded their skills by way of both classroom and hands-on training funded by the Pennsylvania Department of Labor and Industry. Final training cost per employee was less than \$450 including instruction, curriculum development and total program support. The program's time line extended from July 2008 thru June 2009.

**The success of the KDP model is founded on the shared interests and consensus building of its stakeholders. Partners include labor, management, community, government and education.**



## Confronting Employee Attrition

The increasing retirements of experienced and highly skilled workers together with a growing scarcity of capable new hire applicants represents a serious challenge to the skill and knowledge base of utility operations.

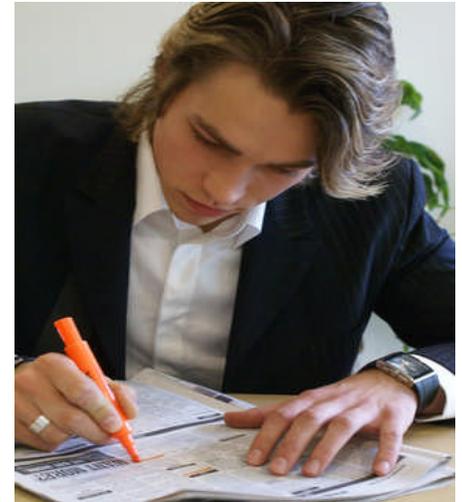
KDP Utilities Partnership resources support joint training programs that successfully align incumbent employee skills with both state-of-the-art and rapidly emerging green technologies while providing employers with effective pre-employment programs to insure a ready access to capable new hires. The effectiveness of training programs are further assessed by feedback from class participants and first line supervisors.

## Sustaining Company Knowledge

While the practiced skills of each employee are their own, that same individual's workplace know-how is also a part of a much larger knowledge bank and may represent a considerable capital investment on the part of a company.

When a senior employee is left to retire without the means and opportunity to transfer those valued skills onto a younger worker, the company's store of knowledge is diminished and its total investment in that single employee is lost. In the event this attrition is compounded by the retirements of key employees with no transfer of knowledge, the core competencies of the company's entire work organization could be seriously impaired.

The KDP Utilities staff can assist companies in the development of **cost-effective mentoring programs** that enable veteran employees to pass on their skills and knowledge to younger, less experienced incumbent workers and entry level new hires.



***“Keystone Development Partnership has a framework already in place which has been successfully training the utility workforce of the future. Pennsylvania possesses an aging workforce and it has always been a concern of the Commission to insure that a younger and more technologically educated workforce be trained within the next few years to maintain and upgrade the vital electric, gas, and water infrastructures throughout Pennsylvania.”***

**James Cawley, Chairman  
Pennsylvania Public Utilities Commission**

## **KDP Added Value...**

### **Creating an Economy of Scale**

Companies and unions share resources, creating industry standards for curriculum that allow for more regularly scheduled training for multiple employers, dramatically lowering costs. Repeated classes take fewer workers off line at any one time, thus avoiding major disruptions. Industry stakeholders will have access to an extensive database of specific job tasks and custom training courses that are designed in line with their real world needs.



### **The KDP Labor-Management Process**

**Assisted by KDP Staff**, a Labor-Management Training Committee forms a *joint work group* charged with initiating a pilot training program within a targeted department.

**Job Task Analysis:** This group works directly with KDP curriculum development specialists to determine specific training needs within the designated classifications.

**Skill Survey:** These specialists work with subject matter experts, trainers and first line supervisors to develop a job task survey to be self-administrated by employees.

**Skill Gap Analysis:** Specific knowledge gaps are identified for the joint work group to focus on in the next phase.

**Program Development:** This data gathered on-site can be used for curriculum development, courseware, training delivery, training vendor evaluation and OJT programs.

**Customization:** This superior method produces “*made-to-order*” curriculum tailored to the company’s precise needs and fully documented by actual job analysis and skill gap reports.

This proven and successful model of curriculum development is designed to move a company and its workforce on a direct pathway to the next generation of the high performance work *organization*.

**Other KDP partners in transportation and advanced manufacturing view this training model as the “gold standard” in workforce development. Early participants in the KDP Utilities Partnership have already judged this method to be the new training standard within the utilities industry.**



**“Since deregulation, the IBEW has been stressing the need for more training for its members and the KDP Utilities Partnership is a perfect fit to fill this need. The Keystone Development Partnership has a proven track record in the Transportation Industry and we are now seeing this success being transferred to the Utility Industry. Our hope is that every utility company will form a partnership to enhance training in the industry.”** Michael Welsh, IBEW Int. Representative

#### **Access to resources**

KDP partners with Labor Management Training Committees to draft proposals for public and private funding. The *KDP Utilities Partnership* received a *Career Opportunity Grant* from the PA Department of Labor & Industry to support On-the-Job programs. The Pennsylvania Fund for Workforce Solutions awarded *KDP Utilities Partnership* planning and capacity building grants for pre-employment training in the South Central Workforce Investment Board region. KDP submitted a proposal for ***KDP Green Energy Training Partnership*** to the US Department of Labor for a grant funded by the American Recovery and Reinvestment Act (ARRA). The PA Public Utility Commission provided a letter of commitment for this same proposal defining the ***KDP Green*** role to “*advise KDP of training needs for green jobs in the electric energy fields, particularly jobs related to Act 129 requirements, assist KDP to create standardized job training standards for green jobs, and review content for KDP training programs and provide guidance regarding training requirements to comply with Pennsylvania’s statutory requirements.*”

# Future Energy Jobs: Color them Green

The National Commission on Energy Policy created a Task Force on America's Future Energy Jobs. This technology focused team cited "green jobs" as "future energy jobs." These are work careers that will support a long-term goal of reducing greenhouse gas emissions.



## A future demand for new and existing skills

Skill sets essential to any transition to a carbon-restrained economy are likely to include work skills related to both the innovative and the more traditional disciplines.

While wind turbines, solar energy, geothermal, CNC drip irrigation and other more advanced technologies play a major role in any green economy, there will be a sustained demand and potentially even an increased need for those who support America's energy and water systems.

Among these are electric power generation and transmission technicians, along with skilled workers who maintain the nation's vast supply networks of natural gas. Added to this are many thousands of other technicians who operate and secure our vital water and waste-water systems.

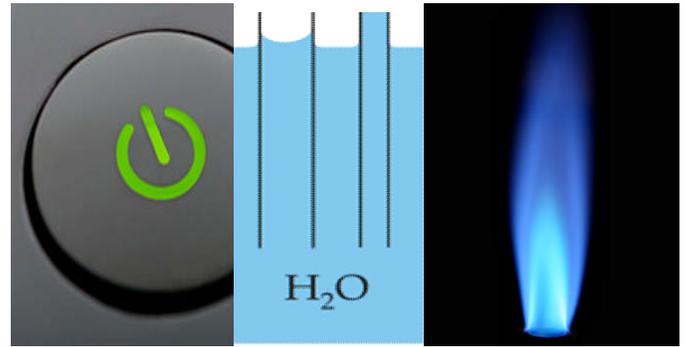
## Pennsylvania: Primed for a leadership position in the nation's green economy

The Commonwealth already ranks third in the nation in the creation of green energy jobs\* while it pursues some of the nation's most innovative energy and workforce development public policies.

A state and federal government commitment to invest more than \$10 billion into green sectors of the economy creates a powerful job-creation engine and a catalyst for future economic growth.

The KDP Utilities Partnership is prepared to assume a key role in this new economy.

\*Pew Charitable Trust Study (2007)



*"KDP has enabled Bruce and Merrilees to understand the ins and outs of green technologies and the required training for certification. KDP has helped us to access funding that is available and needed to be successful in this market place. Thanks for the help."*

Thomas Peters, Manager of Field Operations,  
Bruce and Merrilees



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